MARGINALIA

Sandra Huska, of the grants office at California University of Pennsylvania, has received a letter from the state department of transportation addressed to "Sandra Huska, Director of Giants."

■

From our very own "Opinion" pages:

"All of us, students and mentors, talked humor with visiting painters and sculptors . . . and the performance artist Pat Oleszko, who once pranced around a New York museum opening decked out as a Yellow Cab. (Another time, decorated as an oversized turkey, she was cheered and protected by a supportive crowed . . ."

"Birds of a feather?" a reader asks.

■

Memorandum from the Council for Advancement and Support of Education:

"CASE's workshop 'Recruiting Students for Two-year Institutions' . . . will teach you how to develop a coordinated marketing approach by using state of the art recruiting techniques.

"See the whole picture. This workshop provides you an in-depth look at all aspects of marketing—starting with the presidents roll."

Talk about coordination!

■

From *The Daily Aztec*, the newspaper at San Diego State University:

"SACRAMENTO — University of California campuses are using some troubling business practices that may lead to wasted tax dollars and costly lawsuits, auditors have found. . . .

"Financial-aid funds from private donors have not been managed properly in some cases. The auditors discovered $30 million worth of privately donated loan funds for students who have been sitting idle."

Who gave money for *them?*

■

From the newspaper at Chatham College:

VOLLEYBALL
TEAM
HAS GOOD
MONTH

"The Chatham College volleyball team lost seven consecutive matches last month to establish a current record of one win–eight losses."

That's not a good month; that's a *great* month.

■

According to the *Congressional Record* last week, "It is the purpose of this title [the National Literacy Act of 1991] to provide for a comprehensive effort to enhance and strengthen the nation's efforts to combat literacy. . . ."

Who needs a new law? We're doing fine, as is. —C.G.

In Brief

Northeastern U. Plans 175 Staff Layoffs

BOSTON — Northeastern University announced last week that it would lay off 175 staff members and administrators to ease budget strains. The layoffs will not affect faculty members.

The layoffs—affecting roughly 10 per cent of Northeastern's staff—are among several steps the university is taking to streamline operations and reduce next year's budget by $17-million. The university also plans to reduce its operating budget by 5 per cent, continue a hiring freeze initiated in June, and reorganize its top administration.

In an address to the campus, President John A. Curry said that the "severe economic recession had conspired with demography to make layoffs unavoidable." Overall enrollment at the university is down 10 per cent this year, and freshman enrollment is down 25 per cent.

Charles Coffin, Northeastern's director of university relations, said those positions "least critical to the function of the university" were being eliminated.

U. of Hawaii Ordered Not to Disclose Names

HONOLULU—A state court has temporarily barred the University of Hawaii from disclosing the names of employees charged with violating the university's sexual-harassment policy.

The union that represents the university's staff members and the union that represents its professors filed separate lawsuits against the institution, claiming that releasing the names would violate the unions' collective-bargaining agreements and the employees' constitutional rights to privacy.

The court, however, specifically excluded the student newspaper from its restraining order. The paper, *Ka Leo O Hawaii*, may publish the names of the professors against whom formal sexual-harassment complaints have been made. The list, which is still being compiled by reporters, thus far includes seven or eight names, a spokesman for the newspaper said.

The university's president, Albert J. Simone, had planned to disclose the employees' names and the status of their cases in response to opinions issued last month by the state's attorney general's office and the office that administers the state's open-records law.

N.C. Campus Fined in Student's Murder

RALEIGH, N.C.—A state commission here has ordered North Carolina Central University to pay $100,000 to the mother of a student who was shot and killed in a dormitory stairwell in 1986.

The North Carolina Industrial Commission found that the university had been negligent in not providing adequate campus security that might have prevented the death of the student, Anthony Bullock.

The commission hears all liability claims against state agencies. The maximum amount it can award is $100,000.

The man who shot Mr. Bullock has since been convicted of second-degree murder and sentenced to life in prison.

David Witherspoon, director of the university's news bureau, said last week that the university had not yet decided whether it would appeal the ruling.

Officials Change Scores on 546 Placement Tests

NEW YORK — The College Board has changed the scores on 546 Advanced Placement examinations that were taken in May.

The error, which the board blamed on a computer error, involved the calculation of scores on 23 French-language tests and 523 Spanish-language tests. The Educational Testing Service, the agency that administers the exams for the board, lowered the scores on 284 tests and raised the ones on 262 others. The tests are scored on a five-point scale, and most of the scores were changed by one point.

Three students whose scores were changed have told the College Board they would seek legal advice about challenging the revisions, a board spokeswoman said.

E.T.S. officials said they had discovered the problem during a statistical review of the 1990 tests that was conducted as part of preparations for the 1991 tests.

Former Assistant Sues Alabama A&M President

HUNTSVILLE, ALA.—A former administrative assistant has filed a $40-million discrimination lawsuit against Alabama A&M University and its president, Carl Marbury. The suit claims the assistant was illegally fired after ending her sexual relationship with the president.

In the lawsuit, filed in federal court, Mary Elizabeth Kennamore said she had begun a physical relationship with Mr. Marbury in November 1988 because she believed her job depended on it. Mr. Marbury was interim president at the time.

Several months later, when Mr. Marbury sought the presidency, he told Ms. Kennamore to take a leave of absence, fearing that their relationship would hurt his chances of getting the job, the suit alleges. Around that time, Ms. Kennamore says, she ended the relationship. According to the lawsuit, Alabama A&M fired her on October 31, 1989, soon after Mr. Marbury became president.

Wendell Johnson, a university spokesman, said the administration considered the lawsuit "ridiculous." Mr. Johnson said the university had simply chosen not to renew Ms. Kennamore's temporary contract. He declined to comment further.

Montana Student Guilty of Classmates' Murders

BUTTE, MONT.—A former student at Montana State University has been convicted here of murdering two of his classmates in a campus dormitory last May.

Brett Byers, 19, was found guilty on two counts of deliberate homicide in the killings of Brian Boeder and James Clevenger, who were shot to death in Mr. Boeder's dormitory room on the Bozeman campus. All three men were university freshmen at the time of the shooting.

Both of the victims were shot several times at close range with a 12-gauge, sawed-off shotgun.

Mr. Byers's attorney, Alexander Blewett, III, said his client suffered from a personality disorder and had been "under extreme emotional stress" at the time of the shooting. Mr. Blewett added that he would wait until Mr. Byers was sentenced before deciding whether or not to appeal the verdict.

National Study Finds Girls Less Confident Than Boys

WASHINGTON — Girls emerge from adolescence with poorer self-esteem, lower expectations for their careers, and less confidence in their abilities than boys do, according to a study released last week.

The study, commissioned by

Hispanics Remain 'Grossly Underrepresented' on Campuses, Report Says

By DENISE K. MAGNER
WASHINGTON

Although their enrollment in colleges and universities increased 63 per cent from 1978 to 1988, Hispanics continue to be "grossly underrepresented" on campuses, a new report says.

The report, the American Council on Education's annual status report on minority education, is to be released this week. It says the number of Hispanics enrolled in colleges and universities rose from 417,000 in 1978 to 680,000 in 1988.

'Intolerable Declines'

The report describes the enrollment increase as an "artifact of population growth." Hispanics are one of the fastest-growing ethnic groups in the nation.

The enrollment increase, the report says, "tends to mask intolerable declines in rates of high-school completion and college participation" by Hispanic youth.

Although the high-school graduation rate for the entire population has improved, the rate for Hispanics has declined. Only 56 per cent of Hispanics who were 18 to 24 years old in 1989 had graduated from high school—compared with 76 per cent of blacks and 82 per cent of whites.

Among all Hispanics aged 18 to 24, only 16 per cent were enrolled in college in 1989, the report says. About 23 per cent of all blacks and nearly 32 per cent of all whites 18 to 24 years old were enrolled in college in 1989.

The report shows that Hispanic students disproportionately attend two-year institutions. About 56 per cent of all Hispanics in higher education were enrolled at two-year colleges, compared with 38 per cent of all students.

This year's status report includes those findings in a special section on Hispanic demographic and educational trends. The report comes on the heels of the council's annual meeting, held last week in San Francisco, where minority educational concerns were among the issues on the agenda.

Among other trends:

- From 1987 to 1989, the enrollment of black students in historically black colleges jumped 9.9 per cent. The number of blacks who enrolled at other institutions increased only 3.5 per cent.
- Whites continue to go to college at a higher rate than blacks or Hispanics. In 1989, 38.8 per cent of white high-school graduates aged 18 to 24 were enrolled in college, compared with 28.7 per cent of Hispanics and 30.8 per cent of blacks in the same age group.
- Black women continue to enroll in college at a much higher rate than black men, and the gap appears to be widening. In 1989 almost 34 per cent of black female high-school graduates aged 18 to 24 attended college, compared with only 27 per cent of black men.
- For the first time in more than 10 years, the number of blacks enrolled at four-year institutions increased at a higher rate than the number enrolled at two-year colleges. The increase was 6.7 per cent at the four-year campuses from 1986 to 1988, but only 1.3 per cent at the two-year institutions.

Copies of the report, "Ninth Annual Status Report on Minorities in Higher Education," are available for $10, prepaid, from Publications Department-D.M., American Council on Education, One Dupont Circle, Washington 20036. ■

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Personal & Professional

'In' Box

The Association of American Universities has published a policy statement aimed at improving graduate education.

The 19-page statement, "Institutional Policies to Improve Doctoral Education," discusses teaching responsibilities, research, the curriculum, financial aid, and other issues. The association became involved in the project because it was concerned that the number and proportion of U.S. students earning doctoral degrees had been declining for more than a decade. It was also concerned that the number of top students entering doctoral programs had fallen, and that students were taking longer to earn their degrees.

A panel of graduate deans drafted the statement, which discusses problems common to many universities. Among its recommendations: Universities should require all graduate students to teach, but should limit teaching time. Faculty members should better advise students on their dissertations. Academic departments should develop and publicize realistic expectations on the time needed to earn a degree. Both universities and the federal government should increase their financial support for graduate study.

Copies of the statement are available for $2 each from the A.A.U., One Dupont Circle, N.W., Suite 730, Washington 20036; (202) 466-5030.

■

Two other publications dealing with graduate education will soon be available from the Council of Graduate Schools.

One, "International Graduate Students: A Guide for Graduate Deans, Faculty, and Administrators," deals with the needs of foreign students, who now account for about 12 per cent of graduate enrollment at U.S. institutions. It discusses such issues as recruitment, language competence, visa requirements, and problems that can arise because of political tensions involving a student's home nation.

The 61-page guide notes that one of the biggest challenges facing graduate deans is the accurate evaluation of foreign students' credentials. It offers recommendations for determining which candidates will be successful.

The booklet on foreign graduate students is expected to be available next month.

The other publication, "Graduate Student Financial Support: A Handbook for Graduate Deans, Faculty, and Administrators," was recently published. It discusses the development and administration of financial-aid programs, and includes listings of numerous grant and loan sources.

For prices and more information on both publications, contact the Council of Graduate Schools, One Dupont Circle, N.W., Suite 430, Washington 20036-1173; (202) 223-3791.

1990-91 Salaries of Administrators Are Up by 5.4%

Raises slightly outpace inflation; predictions for future are gloomy

WASHINGTON

Salary increases for college and university administrators this academic year slightly outpaced last year's inflation rate, but analysts had gloomy predictions about future raises.

A survey of 1,402 institutions by the College and University Personnel Association found that the median salary for administrators in 168 positions rose 5.4 per cent. Meanwhile, the inflation rate was 4.7 per cent in the 12 months ending June 1990.

The latest increases were good news for administrators, whose average raise of 4.5 per cent last year fell below the inflation rate of 5.1 per cent.

Comparable to Other Professionals

However, said John M. Toller, director of personnel at the University of Connecticut: "This is likely to be the best year they'll see in the next year or two. I think it's safe to say that the salaries that will be coming up will not keep pace." Mr. Toller is a member of the advisory committee that analyzed the survey results.

Kathleen E. Donofrio, director of personnel at Loyola College in Maryland and a co-author of the survey report, said she

Continued on Following Page

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Kathleen E. Donofrio of Loyola College in Maryland: "My only explanation is that higher education tried to be more competitive. I don't expect it to be a new trend."

Colleges' Failure to Tackle Pressing Academic Problems in 1980's Laid to Lack of Collaboration by Professors and Administrators

By COURTNEY LEATHERMAN

NAPLES, FLA.

Colleges and universities failed to tackle the most pressing academic problems of the last decade because they never developed effective ways for professors and administrators to work together to set institutional priorities.

At least that's the way some observers saw it during a three-day conference here on academic governance.

"In the 1980's a lot of higher education's most important work did not get done because we didn't have the governance we needed," said Theodore J. Marchese, vice-president of the American Association for Higher Education and an executive editor of the magazine *Change*.

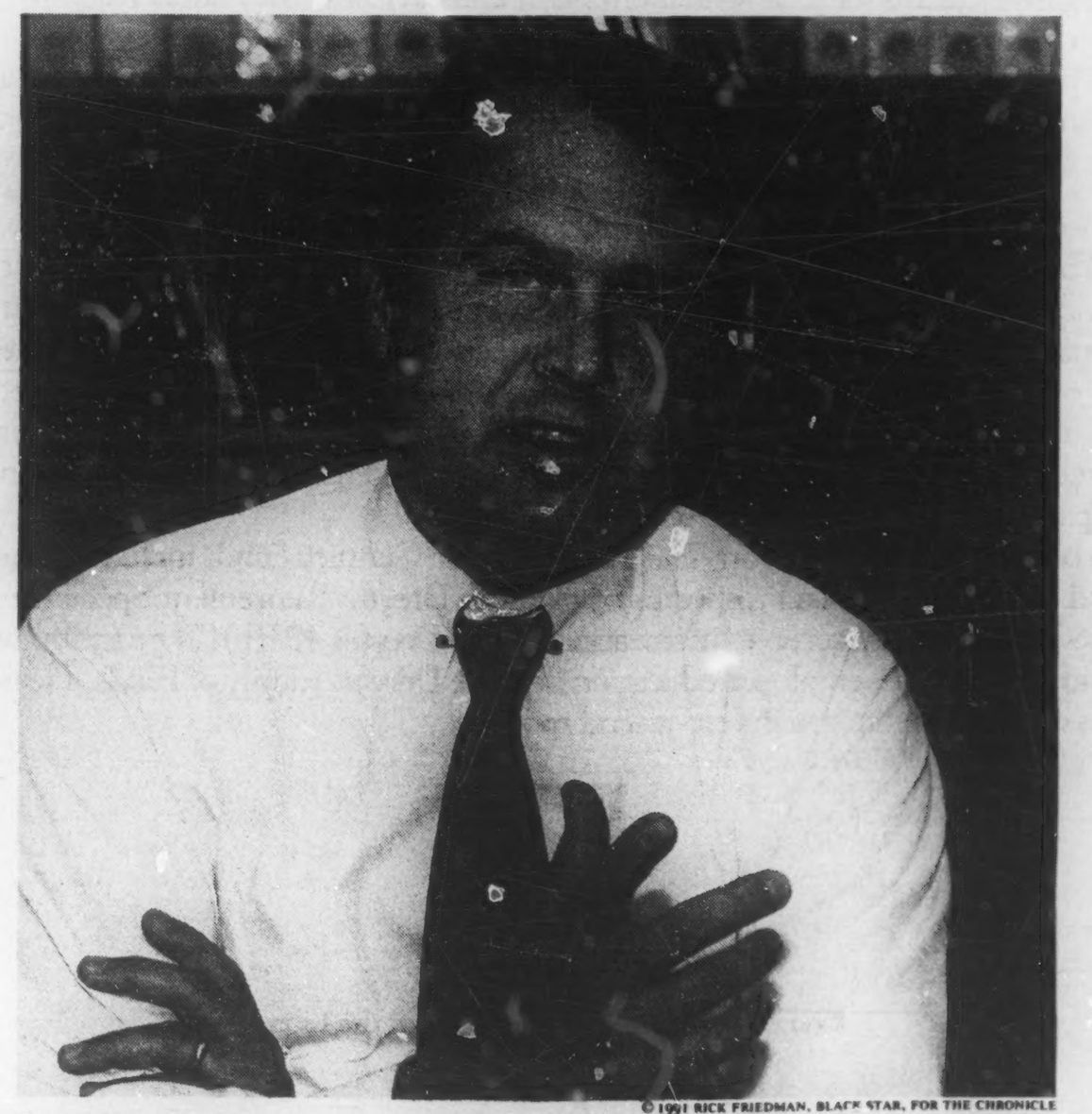
In the last decade, he said, institutions made little progress in improving undergraduate education, in assessing what students learn, and in creating both a curriculum and an environment that are supportive of students from diverse ethnic backgrounds.

'Too Little Concrete Results'

Mr. Marchese delivered the keynote speech at the conference, which was sponsored by the Naples Institute, which is associated with Mount Ida College.

"What these tasks for governance have in common," he said in his speech, "is lots of words behind them, but all too little concrete results, because their resolution de-

Continued on Page A16



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Bryan E. Carlson, president of Mount Ida College: The Naples Institute "has identified academic governance as the pivotal issue of our industry for the 1990's."

1990-91 Salaries for Administrators Rise by 5.4%, but Predictions for Future Are Gloomy

Continued From Preceding Page
was surprised to see the increase. She noted that the percentage was on a par with the increase that professionals outside higher education had received this year. That was unusual, she said.

"My only explanation is that higher education tried to be more competitive," Ms. Donofrio said, adding: "I don't expect it to be a new trend."

Salaries Tied to Economy

Like Mr. Toller, she predicted that as the economy worsens, administrators' salaries will fall way behind inflation.

Indeed, the inflation rate has already increased since current salaries took effect, Mr. Toller noted. For the 12 months ending in December, the rate—as measured by changes in the Consumer Price Index—was 6.1 per cent.

The index, compiled by the U.S. Department of Labor every month, measures changes in prices of consumer goods and services.

The personnel association's survey bases pay increases on the median—or the middle range of a group of salaries—rather than on averages, which can be skewed by extremely high or low salaries.

Its "1990-91 Administration Compensation Survey" includes aggregate data by type of institution, budget size, and enrollment.

Median salaries for 1990-91 at all institutions combined ranged from $21,523 for admissions counselors to $160,172 for medical-school deans.

New Categories

Although past surveys have included salary data for student-affairs officers, this was the first time in the survey's 14-year history that the positions of dean of students and director of union and student activities were included. In addition, the median salary increases for student-services administrators showed the most improvement—5.8 per cent, up from 3.4 per cent last year.

Ms. Donofrio suggested that those positions were being elevated at a time when many colleges were concerned about the campus climate. "One can speculate that the fact that those increases were so significant may state something about the relative attention being paid to those positions in higher education," she said.

The median salary for administrators at private colleges increased by 5.5 per cent, up from 3.9 per cent last year. The salary increase for administrators at public institutions was 5.7 per cent, up from 4.6 per cent last year.

Mr. Toller said he believed increases at private colleges were largely responsible for the overall increase in salaries. He said that raises at private colleges tended to fluctuate more than those at public institutions, where state support may not be high, but is usually constant. "It's sort of like the race between the tortoise and the hare," he said.

When institutions were broken down by category, only administrators at doctoral universities received higher raises this year than last year. The median salary rose 6.2 per cent, up from 3.9 per cent. Salary increases for administrators at all comprehensive institutions, who saw relatively big increases last year, fell to 4 per cent from 11 per cent.

Keeping Pace With Inflation

When all types of institutions were considered, a sixth category of administrators this academic year joined five others whose salaries are above $100,000.

The deans of public-health schools were added to a list that also includes the chiefs of medical centers and the deans of medicine, law, dentistry, and veterinary medicine.

Despite fluctuations in salary increases from one year to the next, Mr. Toller said that over the long term, the average increases for administrators had stayed nearly even with the rate of inflation. He found that over the last 13 years, administrators' salaries had risen an average of 6 per cent a year—just less than the Consumer Price Index in that period, which rose an average of 6.1 per cent a year.

Ms. Donofrio urged colleges to be cautious in using the results of the survey. "Institutional decision makers who use this tool need to use it properly," she said. "This is a tool to tell you what the market is doing, but it's not a substitute for making decisions that make sense for your institutions about compensation."

Copies of the report, "1990-91 Administrative Compensation Survey," are available from the College and University Personnel Association, 1233 20th Street, N.W., Suite 503, Washington 20036; (202) 429-0311. The price is $65 for CUPA members, $160 for non-members who participated in the survey, and $285 for all other non-members. The association also does custom-tailored salary studies for institutions that want to make comparisons with peer institutions.

—COURTNEY LEATHERMAN

FACULTY NOTES

- **U. of Houston reinstates tenured professor who was dismissed in August**
- **Faculty censures Auburn U. president for denying tenure to theologian**
- **Jefferson U. woos molecular biologist and 200 associates from Temple**

The University of Houston System's Board of Regents this month reinstated a faculty member whose dismissal in August ignited faculty debate and prompted threats of a lawsuit.

Chris Downs, a tenured associate professor of psychology, had been dismissed for alleged "gross professional misconduct" after a former student accused him of sexual harassment.

The dismissal angered many faculty members on the Clear Lake campus, where Mr. Downs teaches, because it came after two university committees recommended that Mr. Downs be retained. The committees found no evidence that harassment had occurred.

Mr. Downs and the Texas Faculty Association announced plans to sue the university. In October the regents agreed to reopen the case and consider Mr. Downs on leave with pay until it was resolved.

Thomas M. Stauffer, the president of the Clear Lake campus, said last month that he would recommend that Mr. Downs be reinstated, even though he still felt there had been cause for dismissal.

After the board reinstated him, Mr. Downs said he was relieved but would still consider suing the university if his other requests, including promotion to a full professorship and compensation for lost wages, were not met.

—KATHERINE S. MANGAN

■

In a final show of support for a controversial Roman Catholic theologian who was denied tenure at Auburn University, the University Senate has censured Auburn's president.

The theologian, the Rev. Charles E. Curran, will leave Auburn in the summer to take an endowed professorship at Southern Methodist University.

The senate last week voted 48 to 39 to censure the president, James E. Martin, maintaining he had violated the university's academic principles and policies when he overturned a faculty decision to grant tenure to Father Curran last spring. The censure statement said Mr. Martin's refusal to disclose the reasons for his decision, and his allowing people outside the tenure process to influence that decision, had damaged Auburn's academic integrity and reputation.

Some professors said Mr. Martin's decision was made under pressure from the university's Board of Trustees, who were concerned about Father Curran's history of controversy with the church. Auburn, a public university, has no church ties.

In a statement, Mr. Martin said that while he did not agree with the censure vote, he hoped it would end the tension between the administration and faculty.

Gary Mullen, the senate's chairman, said that group would drop discussion on Father Curran but would continue to press administrators to strengthen their commitment to academic freedom and to a larger faculty role in governing the university.

Meanwhile, Father Curran's case is being examined by the American Association of University Professors, which monitors academic freedom in higher education. Auburn has been on the A.A.U.P.'s list of censured institutions since 1983. —DEBRA E. BLUM

■

A well-known molecular biologist, wooed by Thomas Jefferson University with a multi-million-dollar package that includes expanded laboratory space, plans to leave Temple University—taking with him most of a 40-member team of scientists and his federal-grant money.

The biologist, Carlo M. Croce, director of Temple's Fels Institute for Cancer Research and Molecular Biology, plans to take with him nearly 200 people associated with his work—including faculty members, graduate students, postdoctoral fellows, and staff members. He is expected to transfer almost $10-million in federal grants, including a four-year, $5.6-million grant from the National Cancer Institutes.

While it is not unusual for superstar scholars to be recruited by other institutions, the defection of an entire laboratory can seriously damage a university's research program. The biologist's departure was another in a series of setbacks for Temple, which suffered a bitter month-long faculty walkout last fall. The strike did not involve the medical school, where Dr. Croce works.

Kathy Gosliner, Temple's director of communications, said the university had simply decided not to meet Dr. Croce's demands for more laboratory space. His request to move his laboratory into Temple's pharmacy building would have meant the displacement of 1,000 people–professors, staff members, and students—and would have cost nearly $20-million for renovations, she said.

Officials at Thomas Jefferson would not disclose the exact terms of Dr. Croce's package, but they said it included money to give the biologist and his research team expanded laboratory space in an $85-million life-sciences building now under construction.

Dr. Croce, who came to Temple in 1988 from the Wistar Institute of Anatomy and Biology in Philadelphia, could not be reached for comment. —D.E.B.

VIDEOS

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FACT FILE: Median Salaries of College and University Administrators, 1990-91

Executive	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Chief executive of a system	$98,666	$141,325	$119,807	$78,883	$85,350
Assistant to chief executive of a system	60,000	64,000	—	—	54,715
Chief executive of a single institution	93,000	132,000	99,251	90,482	78,337
Assistant to chief executive of a single institution	46,465	62,200	51,705	37,150	41,923
Executive vice-president	76,740	115,000	80,000	63,205	68,753

Academic	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Chief academic officer	$70,721	$111,300	$82,488	$63,600	$60,468
Chief health-professions officer	89,444	154,000	83,844	—	47,947
Director, library services	46,480	78,734	55,266	38,225	41,904
Circulation librarian	28,000	36,389	28,809	22,219	31,027
Acquisitions librarian	31,922	38,319	31,456	27,140	29,035
Technical-services librarian	32,700	50,200	35,424	27,217	31,144
Public-services librarian	34,080	50,950	35,000	28,550	32,604
Reference librarian	30,428	39,500	31,172	26,870	32,666
Director, institutional research	47,290	58,758	47,623	36,500	43,027
Associate director, institutional research	38,292	42,500	36,000	32,868	40,386
Director, educational-media services	35,900	50,876	37,231	28,200	38,725
Director, learning-resources center	38,500	49,254	38,500	28,525	42,566
Director, international studies	48,438	57,132	46,980	41,551	42,180
Director, academic computer center	47,100	67,100	47,845	37,700	42,139
Associate director, academic computer center	40,380	54,756	40,115	26,812	—
Administrator, grants and contracts	46,027	62,768	—	30,300	41,221
Dean, architecture	87,255	89,376	—	—	—
Dean, agriculture	84,700	97,800	69,178	—	50,181
Dean, arts and letters	61,250	91,490	69,267	50,820	48,551
Dean, arts and sciences	70,000	95,410	70,906	53,441	52,250
Dean, business	70,000	103,057	76,419	52,616	49,664
Dean, communications	57,600	89,500	60,900	33,950	48,444
Dean, continuing education	53,400	76,402	58,625	44,729	49,619
Dean, dentistry	115,000	128,000	—	—	—
Dean, education	68,300	87,700	68,116	46,860	48,395
Dean, engineering	88,564	110,746	85,000	56,552	55,065
Dean, extension	60,862	82,978	65,000	—	54,924
Dean, fine arts	60,765	84,400	67,400	43,500	49,432
Dean, graduate programs	68,784	87,859	65,000	47,161	—
Dean, health-related professions	62,205	85,392	70,368	46,353	49,488
Dean, home economics	77,425	87,264	—	—	—
Dean, humanities	52,384	88,884	65,000	43,652	50,258
Dean, instruction	56,476	—	—	—	55,617
Dean, law	120,338	125,002	116,000	—	—
Dean, library and information sciences	68,000	82,915	63,308	—	51,110
Dean, mathematics	52,164	—	56,275	37,166	50,657
Dean, medicine	160,172	180,196	—	—	—
Dean, music	66,000	85,500	66,054	36,900	—
Dean, nursing	60,000	87,320	65,152	46,088	44,314
Dean, pharmacy	93,445	103,755	80,000	—	—
Dean, public health	110,750	128,600	—	—	—
Dean, sciences	58,314	101,500	68,000	47,874	51,468
Dean, social sciences	53,273	99,025	68,958	43,395	51,939
Dean, social work	78,981	89,701	65,000	—	—
Dean, special programs	47,000	—	53,695	44,942	44,944
Dean, undergraduate programs	61,392	78,945	59,750	53,700	—
Dean, veterinary medicine	106,963	109,070	—	—	—
Dean, vocational education	54,600	75,952	70,020	57,674	50,161

Administrative	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Chief business officer	$67,760	$97,825	$77,308	$61,364	$57,546
Chief administration officer	65,150	94,149	73,200	54,864	57,933
Chief financial officer	62,000	87,000	63,033	51,806	50,134
Director, health and safety	46,720	57,600	38,868	32,153	40,216
Director, telecommunications	45,000	55,397	41,505	30,200	41,797
Chief planning officer	62,250	71,464	62,448	54,625	54,931
Chief budget officer	52,838	62,900	51,012	42,000	45,886
Associate budget director	43,038	49,238	40,441	35,000	37,869
Chief planning and budget officer	68,709	80,000	60,200	50,842	—
General counsel	71,175	85,119	60,000	—	47,701
Staff attorney	52,084	52,042	—	—	—
Chief personnel officer	49,429	66,000	50,109	36,380	45,226
Associate director, personnel	39,000	48,240	36,496	30,600	40,173
Manager, benefits	32,000	41,508	30,000	25,900	27,917
Manager, training and development	35,767	37,780	31,200	—	41,801
Manager, employee relations	38,925	38,713	41,234	—	—
Manager, labor relations	52,521	51,338	—	—	—
Manager, employment	32,500	37,836	29,019	27,235	29,951
Manager, wage and salary	35,977	39,110	31,944	—	35,086
Manager, personnel information systems	34,041	38,200	31,441	25,931	—
Director, affirmative action and equal employment	49,737	54,631	45,000	43,705	43,368
Associate director, affirmative action and equal employment	35,839	38,004	36,000	—	—
Director, personnel and affirmative action	40,500	—	45,454	30,945	39,996
Chief computer officer	53,500	76,100	58,240	42,360	46,152
Associate director, computer center	44,398	60,556	44,356	35,497	36,750
Data base administrator	43,270	48,266	38,497	29,200	37,535
Systems analyst, highest level	38,410	41,532	38,971	30,706	34,300
Systems analyst, lowest level	30,782	33,270	30,235	24,925	30,375
Programmer analyst, highest level	32,427	33,525	31,933	28,000	32,765
Programmer analyst, lowest level	25,737	26,537	25,839	23,400	25,719
Director, administrative computer center	46,503	65,000	48,607	36,055	41,158

Administrative, continued	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Associate director, administrative computer center	$42,102	$58,300	$45,337	$32,350	$37,249
Director, information systems	54,994	60,363	50,200	43,431	51,684
Chief physical-plant officer	48,200	71,638	53,810	40,950	41,300
Associate director, physical plant	40,000	54,344	41,434	30,496	34,031
Manager, landscape and grounds	30,898	37,598	30,912	25,500	26,829
Manager, building maintenance trades	34,405	43,370	34,747	30,090	30,703
Manager, technical trades	34,920	41,390	34,712	30,241	30,252
Manager, custodial services	29,946	37,377	30,208	24,300	27,414
Manager, power plant	37,615	43,498	35,417	35,200	32,179
Comptroller	48,240	70,274	52,900	40,100	42,224
Manager, payroll	30,484	39,425	29,393	23,200	27,566
Director, accounting	40,432	52,150	40,713	31,189	35,772
Staff accountant, highest level	29,258	32,340	29,276	25,200	30,000
Staff accountant, lowest level	23,820	24,200	23,778	21,552	24,669
Bursar	36,206	45,500	35,310	28,880	35,725
Associate bursar	28,675	38,475	28,148	25,047	—
Director, purchasing	38,326	52,000	37,950	30,030	34,179
Associate director, purchasing	34,350	41,706	31,782	24,473	26,082
Director, bookstore	29,862	46,000	33,734	23,627	26,493
Associate director, bookstore	24,912	32,633	26,176	19,008	24,558
Director, internal audit	46,640	56,168	39,929	37,980	34,935
Director, auxiliary services	46,980	62,232	48,700	36,000	39,752
Manager, mail services	22,725	29,601	23,183	17,000	21,937
Director, campus security	36,764	51,888	38,808	28,378	31,152
Director, risk management and insurance	48,300	52,863	40,040	—	—
Administrator, hospital medical center	125,035	125,070	—	—	—

External affairs	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Chief development officer	$61,175	$89,511	$66,723	$58,500	$48,327
Director, annual giving	35,265	43,274	35,500	31,500	36,980
Director, corporate and foundation relations	41,354	50,782	40,197	36,750	39,498
Coordinator, resource development	30,500	35,662	28,000	27,350	39,206
Director, estate planning	45,150	56,946	43,160	39,914	—
Chief public-relations officer	42,298	69,377	45,262	35,223	36,381
Director, governmental relations	64,685	71,600	61,803	—	—
Chief development and public-relations officer	67,980	95,100	73,000	52,956	42,400
Director, alumni affairs	35,175	54,036	36,430	30,110	26,037
Director, development and alumni affairs	46,195	65,000	48,755	43,310	39,911
Director, special and deferred gifts	44,335	56,625	48,674	38,494	—
Director, church relations	36,169	—	42,949	35,451	—
Director, community services	42,443	49,835	38,106	29,600	42,847
Director, publications	35,989	44,910	36,655	29,392	33,157
Associate director, publications	28,920	34,409	29,427	25,000	26,893
Manager, printing services	30,500	39,327	30,537	23,600	27,354
Director, information office	36,136	51,998	37,800	27,500	33,012
Director, news bureau	31,745	40,346	30,969	24,500	31,119

Student services	All institutions	Doctoral	Comprehensive	Baccalaureate	2-year
Chief student-affairs officer	$59,934	$87,150	$68,500	$49,284	$54,880
Dean, students	47,621	58,500	50,000	40,425	48,097
Chief admissions officer	45,000	59,488	47,895	40,000	39,538
Associate director, admissions	31,400	37,780	33,185	27,000	29,384
Admissions counselor	21,523	23,934	21,931	19,277	24,677
Academic advisor	27,040	26,566	27,040	27,228	28,639
Director, admissions and registrar	45,893	65,544	54,500	35,605	43,800
Registrar	39,400	57,100	44,618	33,419	36,594
Associate registrar	34,247	42,149	34,553	25,760	31,993
Assistant registrar	26,424	31,056	27,889	20,710	27,203
Director, admissions and financial aid	47,567	80,080	58,850	45,194	41,008
Director, student financial aid	38,256	53,000	42,670	32,635	36,770
Associate director, student financial aid	28,476	38,457	29,689	22,741	27,782
Director, food services	39,445	54,039	40,000	33,860	28,554
Associate director, food services	33,180	40,919	33,199	26,750	20,370
Director, student housing	35,900	52,800	37,800	27,858	25,000
Associate director, student housing	30,451	41,066	30,046	21,603	—
Housing officer, administrative operations	31,903	38,834	30,383	20,793	—
Housing officer, residential life	26,453	37,038	28,000	22,321	23,550
Director, foreign students	32,945	40,273	31,069	26,356	32,162
Director, student union and student activities	37,623	48,495	39,698	27,020	—
Director, student union	39,900	48,072	39,399	28,150	30,268
Associate director, student union	31,264	34,461	32,431	24,700	—
Director, student activities	30,609	39,140	32,155	25,186	32,700
Director, student placement	35,880	48,657	38,000	28,697	33,676
Director, student counseling	41,556	54,500	42,636	33,024	42,930
Associate director, student counseling	35,750	42,659	33,522	27,300	36,540
Director, student health services, physician	74,262	82,351	69,098	37,625	—
Director, student health services, nurse	28,248	39,329	31,643	23,200	28,550
Director, campus ministries	31,540	40,000	34,700	28,938	—
Director, athletics	48,810	79,500	55,300	40,000	40,023
Men's	50,700	59,319	52,632	43,825	—
Women's	39,141	46,900	41,683	31,900	—
Director, sports information	27,055	34,017	28,000	21,485	—
Director, campus recreation	31,500	43,500	31,116	26,760	25,313
Chief, enrollment management	52,505	65,100	58,679	52,169	40,836
Director, minority affairs	37,012	43,000	36,312	31,900	31,200
Director, conferences	36,268	44,475	33,775	30,033	34,458

Note: The figures are based on a survey sent to 3,400 colleges and universities in the fall of 1990. The response rate was 41 per cent. The figures are meant to provide a broad overview of salaries in higher education. A dash indicates insufficient data.

SOURCE: COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

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Advocates of the study of Western culture and an "objective" approach to scholarship met to decry "extremism" on campuses: Page A15.

Insurance to cover long-term care, a benefit that was virtually non-existent before the mid-1980's, is being offered by higher education's largest pension companies: Page A15.

An AIDS researcher is fighting a Colorado law that requires him to report the names of research participants who carry the virus that causes the disease: Page A19.

Stanford U. will forgo $500,000 in overhead charges it billed to federal research agencies: Page A19.

The fight over the state's budget will be tricky for Connecticut's higher-education advocates: Page A19.

Liberal-arts colleges are trying to cut costs, but fear they may damage their character: Page A25.

The N.C.A.A. penalized two colleges for allowing academically ineligible players to compete: Page A33.

African universities are desperately seeking ways to save money and find new sources of funds: Page A35.

Spain plans to impose tough standards for recognizing new institutions of higher education: Page A35.

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REPERCUSSIONS FROM THE GULF

Some Jewish Students Break Ranks With Liberal Groups; at Dearborn, Arab Americans Are Distracted, Saddened

Arab Americans

By SCOTT HELLER

DEARBORN, MICH.

At first the words stung Amal Berry.

"Traitor—go back to where you came from!"

Ms. Berry, who was born in Lebanon, emigrated to the United States in 1976. As far as she's concerned, she's an American—and as an American, she said last week, she has a right to continue protesting against the Persian Gulf war. Ms. Berry is among several members of the Arab Student Association here at the University of Michigan at Dearborn who have chosen to take a public stand against the war.

In Dearborn, with the largest Arab population of any American city, many Arab-American students said last week that the war was deeply distracting and saddening. Some said it had been a harsh reminder that most Americans have little understanding of the Arab world. The students noted that tensions had increased on the campus, and they worried that the worst was yet to come.

Said Tony Taweel, an American-born economics major: "They see black hair and say, 'Go back to where you came from.' "

"It's not the first time Arab Americans have been singled out," said Mr. Taweel. "When they bombed Khadafy, we were all Libyans. Now we're all Iraqis."

Ms. Berry said "blatant racism" was

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Related Reports

- **Middle East scholars** are concerned about historic sites and the fate of colleagues. Page A5.
- **Students** for and against the war expressed their opinions in a variety of ways: Page A28.
- **The hostilities** disrupted higher education throughout the Middle East: Page A35.

Jewish students

By MICHELE N-K COLLISON

As Iraqi missiles hit Israel last week, many Jewish students who had marched in protests against the Persian Gulf war suddenly found themselves confused. Many said they felt an attachment to Israel and its survival that overrode their feelings about maintaining peace.

As a result, many have broken ranks with the liberal student groups they have traditionally supported. Jewish students who were still working with anti-war factions said they felt alienated by the anti-Israel rhetoric coming from some of the groups.

"Here are students whose gut feelings are mainstream liberal and in another age would have been marching with the protesters," said Rabbi Chaim Seidler-Feller, director of the Hillel Jewish Center at the University of California at Los Angeles. "Some Jewish students still are maintaining the war is

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Justice Department's Antitrust Investigation Focuses on Elite Colleges

By SCOTT JASCHIK

WASHINGTON

The Justice Department's inquiry into possible antitrust violations by private colleges appears to be zeroing in on the more elite of the 57 institutions under investigation.

In particular, the department seems to be focusing on the 23 prestigious colleges in the Overlap Group, which meets each year to compare financial-aid awards offered to students who have been admitted to more than one member institution.

- The department has been negotiating a possible settlement with the eight Ivy League universities, according to sources familiar with the negotiations. One scenario would require those universities and the other institutions in the Overlap Group to end their long-standing practice of discussing aid awards.
- This month the department started an investigation of the Consortium on Financing Higher Education, a research organization comprising 32 elite private colleges and universities. Twenty-five of the colleges are already part of the antitrust inquiry.
- The department has been taking depositions of senior administrators on some elite campuses. Officials at Stanford University were interviewed this month.
- Many colleges in the investigation that are not members of the Overlap Group report they have heard nothing from the Justice Department for more than a year. Officials of some of those institutions say they believe the Justice Department is using their colleges as a "control group" against which to compare those that the investigators are most concerned about.

The Justice Department will not comment on its inquiry except to confirm that the probe is still going on. College lawyers and antitrust experts caution against reading too much into the way the department is conducting its investigation.

Many of those lawyers, most of whom say they do not want to be quoted by name, say they believe the department is interested primarily in the Overlap Group and will probably take no action against many of the other institutions.

First Demands in 1989

The Justice Department investigation first became public knowledge in August 1989, when about 20 colleges reported receiving demands from the Justice Department for information about how they set tuition rates and award financial aid. Many

Continued on Page A22

Record Number of Freshmen Plan to Join Protests on Campuses, Survey Prior to Gulf War Shows

By ROBIN WILSON

Record numbers of this year's college freshmen plan to participate in campus protests, a survey has found.

The students were questioned last summer and fall, before the conflict in the Persian Gulf escalated. But Alexander W. Astin, director of the survey, said last week: "These trends show that there is a rapidly expanding number of American college students who are dissatisfied with the *status quo* and who want to become personally involved in bringing about change in American society."

He added: "The war might well galvanize a lot of that energy." Mr. Astin has conducted the survey for 25 years.

According to the survey, about 40 per cent of this year's freshmen said they had taken part in demonstrations in their last year in high school. That figure compares with the 37 per cent who reported doing so in 1989 and is more than double the proportion who reported participating in protests in the late 1960's.

The number of students who said they planned to take part in college demonstrations also reached an all-time high, 7.1 per cent. About 6.3 per cent of the students questioned in 1989 said they planned to take part in protests, compared with about

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How this year's college freshmen responded to questions about their attitudes and characteristics: Pages A30-31.